

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 15 April 1998, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Dr. Francesco Bellini, Dr. Michael Brian, Dr. William Byers, Mrs. Marianne Donaldson, Dr. Terrill Fancott, Mr. Leo Goldfarb, Mr. George Hanna, Mr. Peter Howlett, Dr. Lawrence Kryzanowski, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister Eileen McIlwaine Ph.D., Mr. Dino Nizzola, Mr. John Parisella, Mr. Jean-François Plamondon, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Robert Simioni, Mrs. Lillian Vineberg, *Vice-Chairwoman*, Mr. Jonathan Wener, Mrs. Susan Woods

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Dr. Jack Lightstone

Observer: Me Pierre Frégeau

Absent: Ms. Rebecca Aldworth, Mr. Alain Benedetti, Mr. Ronald Corey, Dr. Leonard Ellen, Mr. David Hinton, Mr. Paul Ivanier, Mr. Ronald Lawless, Mr. George Lengvari, Mrs. Hazel Mah, Mr. Donald W. McNaughton, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Ms. Susan O'Connell, Mr. Benoit Pelland, Mr. Robert Sonin, Mr. Brian Steck

Guests: Ms. Valerie Gagnon, *Executive Director, Human Resources and Employee Relations*, Mr. David Smaller, *President-Elect, Concordia Student Union*

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-98-3-D14	Proposed resolution regarding establishment of an Advisory Search Committee for a Provost and Vice-Rector, Research
BG-98-3-D15	Proposed resolution regarding establishment of an Advisory Search Committee for a Dean of the Faculty of Fine Arts
BG-98-3-D16	Proposals regarding membership on Ethics Committees
BG-98-3-D17	Documentation supporting the final report of the Rector's Advisory Task Force on the Revitalization of the Loyola Campus
D17.1	Final Recommendations of the Rector's Advisory Task Force on the Revitalization of the Loyola Campus
D17.2	Task Force Appendices A through E
D17.3	Letter from Task Force member Sister E. McIlwaine to Task Force Chair
D17.4	Letter from Task Force member Mr. D. McNaughton to Task Force Chair
D17.5	Minority Report from Task Force member Dr. D. Taddeo
D17.6	Minority Report from Task Force member Dr. E. Raudsepp
BG-98-3-D18	The Rector's Preliminary Response to the Report of the Advisory Task Force on the Revitalization of the Loyola Campus
BG-98-3-D19	Explanatory documents regarding the operating budget

1. Call to Order

The Open Session was called to order at 8:20 a.m.

1.1 Chairman's remarks

The Chairman, Mr. Groome, thanked Vice-Chairwoman Lillian Vineberg for having chaired the March 1998 meeting in his absence.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (15 March 1998)

The Provost corrected a statement recorded on page 6 of the Minutes, regarding his report. In the sentence, "*Someone enquired how faculty were expected to complete CFI application forms which asked how proposals fit into the University academic plans and priorities, when that information wasn't available to them.*", Dr. Lightstone said the words "*University academic plans and priorities*" should be replaced by "*University's research development plans*".

Upon motion duly moved and seconded (Saccá, Wener), it was unanimously RESOLVED:

R98-19 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on 18 March 1998, be approved as modified.*

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Remarks on 1997-98 from student Governors

3.1 Ms. Aldworth was absent.

3.2 Mr. Dino Nizzola, President of the Commerce and Administration Students' Association (CASA), highlighted a small number of issues of concern to students in the Commerce and Administration Faculty.

Students, he said, were thrilled with the recent accreditation of the Faculty by the American Association of Colleges and Schools of Business, but accreditation brought with it both higher standards and a strict set of benchmarks. The AACSB team identified two aspects of Concordia's program which needed improvement: the ratio of full-time to part-time faculty, and space. Mr. Nizzola said the Faculty occupies only about one half of the space it is entitled to by government norms, and observed that Concordia also risked falling behind other universities in the area of educational technologies.

Noting that many students he had met across the country had never heard of Concordia University, it appeared, Mr. Nizzola said, that the University does not promote itself

effectively. Finally, he urged the administration to recognize the contribution of students to the Capital Campaign by ensuring that students are included in making decisions about how Campaign monies are spent. He told the Board that an appeal to the Campaign for assistance toward the purchase of computers for the use of CASA members was refused; the purchase was ultimately funded by the Association itself. He appealed to the Board to keep in mind that maintaining the Faculty's accreditation depended upon consistent compliance with AACSB requirements.

Mr. Nizzola was congratulated on his very pertinent presentation. Dr. Lowy agreed that it was becoming progressively more difficult to meet competitive standards, in hiring and facilities, while facing severe budget contractions. He reported that, earlier that morning, a small group had convened to explore strategies for using Concordia's government and public relations to influence provincial policies toward universities. The Rector assured Mr. Nizzola that the University would do everything within its means to support the aspirations of the Faculty.

With regard to Capital Campaign funds, Dr. Lowy explained that pledges were being held back for the first year (with the single exception of emergency assistance to students during the ice storm), to facilitate the accumulation of revenues to cover the Campaign's administrative costs. The Rector said students would be represented on every committee constituted to participate for the purpose of making spending decisions. Vice-Rector, Institutional Relations and Secretary-General, Marcel Danis added that an advisory committee to recommend on allocation of funds raised by the Campaign would hold its first meeting later that day.

4. Establishment of an Advisory Search Committee for a Provost and Vice-Rector, Research

Upon motion duly moved and seconded (Lowy, Renaud), it was unanimously RESOLVED:

R98-20 *WHEREAS Dr. Jack Lightstone was appointed to the position of Vice-Rector, Academic (since renamed Provost and Vice-Rector, Research) at the 17 May 1995 meeting of the Board of Governors to serve a three-year term, and his mandate was extended by one year at the meeting of 21 May 1997, so that Dr. Lightstone's term of office will end on 31 May 1999;*

BE IT RESOLVED

THAT, in accordance with the Rules and Procedures for Advisory Search Committees adopted by the Board on 16 March 1994, an Advisory Search Committee for the position of Provost and Vice-Rector, Research, be established, with the following composition:

- 1 *Chair (the Rector)*
- 2 *Board members, one of whom shall be a representative of the community-at-large or the alumni, and the other a faculty member, both recommended by the Executive Committee of the Board*
- 4 *Faculty members, one representing each Faculty and elected by the faculty at large of the Faculty*
- 1 *Representative of the senior management, recommended by the*

- Executive Committee of the Board
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations
- 1 Member of the administrative and support staff from one of the units reporting to the Provost and Vice-Rector, Research, nominated in conformity with the Electoral College policy

11;

AND THAT a person be designated by the Chairman of the Board of Governors to act as Secretary of the Committee;

THAT, once the Advisory search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chair of the committee and with the constituency of the committee member who has resigned.

5. Establishment of an Advisory Search Committee for a Dean of the Faculty of Fine Arts

Upon motion duly moved and seconded (Lowy, McIlwaine), it was unanimously RESOLVED:

R98-21 *WHEREAS Christopher Jackson was appointed to the position of Dean of the Faculty of Fine Arts at the 18 May 1994 meeting of the Board of Governors, to serve a five-year term ending on 31 May 1999;*

BE IT RESOLVED

THAT, in accordance with the Rules and Procedures for Advisory Search Committees adopted by the Board on 16 March 1994, an Advisory Search Committee for the position of Dean of the Faculty of Fine Arts, be established with the following composition:

- 1 Chair (the Provost and Vice-Rector, Research)
- 2 Board members, one of whom shall be a representative of the community-at-large or the alumni, and the other a faculty member from a Faculty other than Fine Arts, both recommended by the Executive Committee of the Board
- 4 Faculty members, elected by the faculty at large of the Faculty of Fine Arts
- 1 Representative of the senior management, recommended by the Executive Committee of the Board
- 2 Students (one graduate and one undergraduate) from the Faculty of Fine Arts, nominated by their respective student associations

- 1 *Member of the administrative and support staff from the Faculty of Fine Arts, nominated in conformity with the Electoral College policy*

11;

AND THAT a person be designated by the Chairman of the Board of Governors to act as Secretary of the Committee;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chair of the committee and with the constituency of the committee member who has resigned.

6. Appointments to Ethics Committees

Upon motion duly moved and seconded (Vineberg, Plamondon), it was unanimously RESOLVED:

- R98-22 *WHEREAS the Code of Ethics and Professional Conduct regarding members of the Board of Governors of Concordia University was adopted by the Board of Governors at its meeting of 18 February 1998, and an Ethics Committee defined therein requires the appointment of three individuals; and*

WHEREAS the Concordia University Code of Ethics -- Guidelines for Ethical Actions, whose Chapters 1 to 4 were approved by the Board in April 1995, and whose enabling Chapters 5 and 6 were adopted by the Board in June 1997, requires the appointment of four individuals to be named to a Hearing Pool;

BE IT RESOLVED

THAT Dr. Bill Byers, Mr. Ronald Lawless and Mr. Benoit Pelland be appointed to serve on the Ethics Committee of the Code of Ethics and Professional Conduct regarding members of the Board of Governors of Concordia University; and that Dr. Bill Byers, Mr. Ronald Lawless, Mr. Benoit Pelland and Mr. David Sonin be appointed to serve on the Hearing Pool of the Concordia University Code of Ethics -- Guidelines for Ethical Actions, for renewable terms beginning immediately and ending on 16 September 1998.

7. Final report of the Rector's Advisory Task Force on the Revitalization of Concordia University's Loyola Campus

Board Vice-Chairwoman Lillian Vineberg introduced the Final Recommendations of the Rector's Advisory Task Force on the Revitalization of Concordia University's Loyola Campus. Mr. Groome explained that the Recommendations and a preliminary response to it from the Rector would be received by the Board at this meeting; detailed discussion of the Report's contents would take place at a subsequent meeting.

Mrs. Vineberg identified the documents which the Task Force submitted to the Rector, and which had been distributed to the Board as Documents BG-98-3-D17.1 through

D17.6; these included two letters to the Task Force Chair and two minority reports. Notes on research material utilized by the Task Force, as well as summaries of submissions and site visits, were appended to the Recommendations and identified jointly as Document BG-98-3-D17.2. Mrs. Vineberg applauded the collegiality of the extensive process of gathering information, analysing and deliberating, a process which had started in September 1997. She praised the Task Force members, and attributed the collection and compilation of specialized data to certain individuals.

Mrs. Vineberg declared that by drawing attention the decline in activity and degeneration of facilities at the Loyola Campus, the Rector had already made a significant contribution toward its ultimate revitalization. She hoped that the recommendations of the Task Force would provide useful advice to Dr. Lowy in reaching final decisions for the realization of that goal. Referring to the text of the Recommendations, she read a set of principles (set out on pages 4, 5 and 6 of Document BG-98-3-D17.1) which had guided the Task Force in formulating its final recommendations.

Emphasizing that the Task Force did not focus exclusively on the Loyola Campus, Mrs. Vineberg summarized five options which had been elaborated thoroughly in the Recommendations (set out in pages 8 through 18 of Document BG-98-3-D17.1). The Recommendations, with the support of a majority of Task Force members, recommends Option 1, characterized as the "Science option".

Dr. Lowy read aloud the text of his preliminary response (Document BG-98-3-D18). In it, the Rector noted that the senior administration had confirmed the mandate of the Task Force had been amply fulfilled and supported, in principle, its recommendations. It was indeed the goal of the administration to make the Loyola Campus, once again, the home of a focused academic community; with that objective, the financial and academic implications of each of the options would have to be examined thoroughly. He noted that the options numbered 1 and 5 (the "Fine Arts option") were of great interest, but asserted that very careful consideration by the administration was required before a definitive recommendation could be made to the Board.

Governor Sister Eileen McIlwaine, who was a member of the Task Force, wished to expand upon the remarks she had presented to Mrs. Vineberg (Document BG-98-3-D17.3). Sister McIlwaine thanked Dr. Lowy for having launched an investigation into the situation facing the Loyola Campus. She emphasized that, while she was not opposed to the "Science option", she had observed that the Task Force had not given equal and consistent treatment, either in discussion or in the final report, to each of the five options. On the contrary, certain options were eliminated prematurely. As a Task Force member, Sister McIlwaine said, she was not prepared to indicate a preferred option and had requested that the Task Force provide the Rector with a set of alternatives without recommending any one among them.

The Chairman directed Board members wishing to submit personal remarks on the Recommendations to send them to the attention of the Rector within one week. Dr. Lowy would comment at greater length at the May meeting of the Board. Mr. Groome paid tribute to Mrs. Vineberg and the Task Force members for the thoroughness of their study and deliberations; each of their contributions would provide invaluable assistance to the administration, he said. A former Board member and representative of the Loyola Alumni Association expressed his thanks to the Task Force for having

investigated and exposed concerns about the Loyola campus which had greatly concerned the alumni in recent years. He also thanked Dr. Lowy for having made a clear and public commitment to a two-campus University.

8. Progress Report on the Capital Campaign

In the absence of Capital Campaign Chairman Ronald Corey, the report was given by Mr. Renaud, Chairman of the University Community Division. Mr. Renaud reported that, to date, the Campaign had raised 75.8% of its objective. This achievement did not include Major or Special Gifts categories, as these divisions had only recently started operations. Mr. Renaud reported that 114 prospects had been identified in the Major Gifts category; for Special Gifts, 57 canvassers had been recruited. He extended special thanks to Board members Leonard Ellen and Jonathan Wener who, together, has raised about \$2 million in the previous week alone. Several new verbal pledges had been received in the Leadership Gifts Division.

The Toronto branch of the Campaign was progressing very well under the leadership of Governor Brian Steck; a “roasting” event on 10 April 1998 was well-attended. Other events for the month of April had been planned for Calgary, Vancouver and Los Angeles.

In the University Community Division, (i) almost \$4 million had been raised from Board members and one hundred percent participation was expected; (ii) the Faculty & Staff appeal was well underway. Selection of candidates for the Capital Campaign Ice Storm Relief Bursary took place on 19 March 1998, with the result that eighty students would receive bursaries of \$250 each.

Mr. Renaud said that most incoming funds had been allocated by donors for specific projects; only about \$10 million was unallocated at present.

A faculty member expressed appreciation for organizers’ efforts to encourage donors to collaborate closely with the Faculties; he indicated the Faculty of Engineering and Computer Science was grateful that very advantageous partnerships with industry were developing. Mr. Renaud replied that Faculties’ active participation in the Campaign was welcomed.

9. Reports of the Standing Committees

9.1 Advancement Committee

As Chair of the Advancement Committee, which met on 6 April 1998, Mr. Renaud reported as follows.

- (i) Capital gains benefits anticipated from the Quebec government had not materialized, due to changes in the provincial budget.
- (ii) The Office of University Advancement was working to improve the processing of donor receipts.
- (iii) Establishment of a Concordia student loan program was being explored.
- (iv) There were plans to create a task force to review the Alumni Affairs department,

with a view toward reconfiguring the unit after conclusion of the Capital Campaign in May 1999.

(v) To date, the Annual Giving campaign had raised over \$1 million toward its goal of \$1.3 million. Both the Montreal and Toronto phonathons had exceeded projections by raising \$36,000 and \$114,000 respectively.

(vi) The 1998 “Homecoming” events aimed to raise \$150,000 for the Capital Campaign, and would be hosted primarily by the Molson Centre.

(vii) Alumni events were planned for Vancouver, Toronto and New York City. A recent Toronto event presenting the Royal Canadian Air Force entertained an outstanding number of Concordia alumni.

(viii) The Committee had studied the potential for placing a staff representative in an alumni office outside of Montreal, and concluded that it would be desirable to situate an office in Toronto.

(ix) The Advancement Committee would next meet on 8 June 1998.

9.2 Budget Committee

In the absence of Chairman Brian Neysmith, Committee member Jean-François Plamondon reported on the Budget Committee meeting of 8 April 1998. The Committee had discussed plans for the 1998-99 operating budget. Despite a grant reduction totalling 26% over the past five years, balanced budgets had been maintained owing to fairly stable enrolments, retirement incentives and staff reductions. Government information indicated a cut of \$5.8 million should be expected in the coming year; at the same time, salary costs would increase by approximately \$2.2 million. Very difficult decisions remained to be made in the preparation of the 1998-99 operating budget; a draft would be presented for consideration by the Board in June.

10. Report of the Rector

Rector Fred Lowy introduced two guests: Ms. Valerie Gagnon, the newly appointed Executive Director, Human Resources and Employee Relations, and Mr. David Smaller, President-Elect of the Concordia Student Union.

Dr. Lowy reported as follows:

(i) Make-up classes for ice storm losses had been completed; he thanked students, faculty and staff for their cooperation and extraordinary efforts.

(ii) Capital Campaign prospects continued to be very positive, due in large part to enthusiastic solicitation of personal friends and acquaintances by University Governors and Concordia’s associates. Dr. Lowy thanked Governor Miriam Roland for providing critical information about tax breaks offered by the federal and provincial governments to foster investment in universities.

(iii) Efforts to interest and engage the media in university affairs were continuing with, so far, limited success.

11. Report of the Vice-Rectors and the Chief Financial Officer

- 11.1 Provost and Vice-Rector, Research, Jack Lightstone said he would report on a provincial government paper on higher education at the May Board meeting.
- 11.2 Vice-Rector, Services, Charles Emond reported that his units had been intensively engaged in the evaluation of costs and potential funding sources associated with strategic space planning.
- 11.3 Vice-Rector, Institutional Relations, and Secretary-General, Marcel Danis reported that University and CSN representatives had met on 30 March 1998 to discuss the Bissaillon lawsuit, but no protocol was agreed upon.

Me Danis told the Board that the motion for a class action suit was heard in the Superior Court, during a full day hearing on 7 April 1998. At the beginning of the proceedings, lawyers representing Concordia's full-time faculty and the association of retirees requested intervenor status on the grounds that, together, they accounted for more than eighty-three percent of the liabilities of the Pension Fund; the lawyers challenged the right of Mr. Bissaillon to represent all University employees. The Superior Court Justice took the matter under advisement.

- 11.4 Chief Financial Officer Larry English drew the Governors' attention to a set of Tables (BG-98-3-D19) which illustrated various aspects of the University's operating budget.

12. Correspondence

There was no correspondence.

14. Date of next meeting

The Chairman advised the membership that the next meeting of the Board would be held at 6:30 p.m. on Wednesday, 20 May 1998, in Room AD 308, on the Loyola Campus, and dinner would be served.

15. Adjournment

There being no other business, the meeting adjourned at 10:10 a.m.

Submitted by Amely Jurgeniemi, the Secretary of the Board of Governors and Senate, for approval by the Board at its meeting of 20 May 1998